

**TANAPA Planning Workshop for the activities in the Tarangire/Lake
Manyara Complex Hotel 77,
Arusha, Tanzania
March 11-13, 1998**

Introduction

The following is a report on the TANAPA planning workshop. It covers the workshop process and outcomes, and some suggestions from the facilitators about what might be done to follow-up and build on the successes of the event.

The workshop brought together a wide range of people from many institutions and was facilitated by Drs. Alan Hurwitz and Manoris Meshack. A list of this very diverse participant group appears in the Appendix 1. At the end of the workshop, participants completed formal evaluations and a compilation of the evaluation results is included in the Appendix 2 of this report.

Some Abbreviations

TANAPA	Tanzania National Parks Authority
USAID	US Agency for international Development
EPIQ	Environmental Policy and Institutional Strengthening Indefinite Quantity Contract
MoU	Memorandum of Understanding
MZP	Management Zone Plan
CCS	Community Conservation Service
CCSC	Community Conservation Service Center
NGOs	Non-governmental Organizations
CBOs	Community based Organizations
DLO's	District Land Officers
SCIP	Support for community Initiated Projects
TPU	TANAPA Planning Unit
TNP	Tarangire National Park
MDP	Monduli Development Program
PWI	Park Warden In-charge
PSRC	Parastal Sector Reform Commission
IRA	Institute of Resource Assessment
PO	Project Officer
TWCM	Tanzania Wildlife Conservation Monitoring Center
WD	Wildlife Division

The Workshop Process

To ensure clarity of purpose for the workshop, the Facilitators conducted consultative meetings in Dar es Salaam with USAID, EPIQ, and several of the “provider” institutions, and in Arusha with key TANAPA officials. One key point of the TANAPA meetings was confirming that the workshop, although supported by USAID resources through EPIQ, was clearly an activity of and for TANAPA and its stakeholders. The USAID provider organizations would be considered among those stakeholders. Therefore the direction of the workshop should clearly be developed by TANAPA.

After discussions with TANAPA the following were concluded to be the main objectives of the workshop:

1. Clearer understanding of TANAPA’s Plans for Tarangire and Lake Manyara National Parks and their surrounding areas and the implications of those plans among a wide range of stakeholder and others.
2. Refinement and integration of the Management Zone Plan (MZP) for Tarangire, and the Community Conservation Service (CCS) action plans for the Tarangire/Lake Manyara complex follow up activities, based on recent experience and input from stakeholders.
3. Clearer understanding of nature and extent of available USAID support and necessary working procedures for consultation and coordination in areas of cooperation.
4. Shared awareness of reactions, concerns, needs, and possible contributions of a wide range of stakeholders and other actors.
5. Basis for plans for follow-up activities in key areas of operation; (including some of the following): definition of responsibilities and participation, timelines, potential problems and support). These follow-up activities should include processes for any needed agreements among various parties.

In order to attain the stated objectives the following process was developed jointly with TANAPA and followed:

Step 1: Setting up the framework of the workshop: This step was realized by the opening speeches from Adamson Kariwa, TANAPA Director of Finance and Supplies on behalf of the Acting Director General and Mr. Ron Ruybal (Cisco), USAID Environment and Natural Resources Team Leader. In general they both reiterated their earlier perspectives, that USAID has shown interest in helping TANAPA activities in the Tarangire/Lake Manyara Complex, basing on the Management Zone Plan (MZP) for Tarangire National Park, and the Community Conservation Service (CCS) Strategic Action Plans, for Tarangire and Lake Manyara National Parks. Therefore, and therefore this workshop is called to understand and build on the stated TANAPA plans. The

stakeholders were invited to identify areas they could participate in with TANAPA in this process

Step 2: Presentation of the current plans: Tarangire Management Zone Plan, and Community Conservation Service Strategic Action Plans for Tarangire and Lake Manyara. After these plans were presented a general discussion followed. (See number 1 under Results.)

Step 3: Using the presentations, the stakeholders' analysis: In order to conduct this exercise effectively, the stakeholders were divided into three groups as shown below. Each group was given a specific task to perform as is elaborated here below.

Group 1. Stakeholders (Village Councils, Wildlife Division, Private Sector, and Research)

The group dealt with the following issues:

- What potential gains are they expecting from the plans?
- What possible losses are they expecting?
- What do they expect they can contribute for the success of the plans?
- What recommendations/suggestions do they have?

Group 2. Providers

- How and in what areas can they offer support?
- What are the possible limitations?
- What concerns do they have?

Group 3. TANAPA (Regarding the Plans and their Implementation)

- Areas of strength.
- Areas of needed support.
- Additional concerns.

After group work the results were presented to the plenary session. After the discussion the plenary session developed a set of conclusion from the discussion in four main areas, to serve as guidelines for the action planning:

- Main (Common) Themes.
- Areas of Convergence
- Conflictive Issues
- Key Planning areas.

Step 4: Developing work plan frameworks:

The first part of Action Planning consisted of the following:

- Developing objectives from each selected planning area.
- Identifying main activities to attain the objective.
- Determining the milestones for each activity.
- Determining the principal actors (R=Responsible, P=Participating, and I= those to be Informed)
- Determining timelines for by when the activity should take place. (It was agreed the general planning period would be 2 years.)

The second part of the work was:

- Identifying obstacles/risks for each objective.
- Identifying the needed support.

Thereafter the workshop was closed.

RESULTS OF THE WORKSHOP

The following are included as the main results of the workshop:

- I. Summary of the presentations MZP Tarangire, CCS Strategic Action Plans of Tarangire and Manyara.
- II. Stake holders Analysis
- III. Main conclusions reached.
- IV. Workplans, Obstacle/Risks and Needed Support.
- V. Next steps.

1. Presentations Summary.

Summary presentations for each of the MZP, CCS Action Plans for Tarangire and Manyara were provided. Then a discussion was conducted and the following main observations were made:

- The migratory routes are important part of conservation therefore their legality, mandate, utilization are issues to be urgently addressed.
- The future status of the Lake Manyara Ranch is of great concern because it is part of the migration corridor. This issue boils down to what methods should be utilized to protect the critical corridors.
- The mandate of WMA should be clearly stated. (That is, TANAPA should help in managing them.)
- Setting limits for acceptable use as a form of land use control should be instituted.

- Where as land use plans are not yet given due weight, there is need and urgency for giving them their due weight and ensuring that Village Land Use Plans for the villages surrounding the complex are developed.
- Competition for land use is increasing in the areas under discussion.

2. Stakeholders Analysis.

This activity was conducted by dividing the participants according to their area of function; and as explained under Process, each group conducted its analysis. There was one group for Providers, one group for NGO's and Private Sector, one group for District Councils and Projects at the district level, one group representing other Government and Research, and the TANAPA group.

RESULTS OF STAKEHOLDER ANALYSIS

TANAPA

1. AREAS OF STRENGTH

- 1.1 Planning Unit in place and operational
 - MZP (Activities implemented)
 - Relocation of camp sites and K & D PTC
 - Construction of 2 Ranger Posts
 - Provision of water supply at Headquarters
 - Road construction & repairs
- 1.2 CCS in place and operational
 - CCS SAP
 - CCS activities supported by local communities
 - Baseline data on district and community profiles.
 - Existence of development and conservation projects.
 - Improved relationship with local communities and other agencies (Wildlife Division, NGO's, Districts)
 - Support of local communities in annexing important areas to the National Park system.
 - CCS activities have attracted providers and private sectors.
 - CCS has gained support from politicians
 - CCS has brought challenges to existing legislation amendments.

2. AREAS OF NEEDED SUPPORT

2.1 Resources for: -

- Infrastructure development and equipment
 - Infrastructures – Ranger Post, Garage, Envi Center, Airstrips, Staff housing, water provision for Ranger Posts
- Equipment:
 - Transport, road construction/maintenance
 - Office (computer, photocopier)
 - Communication.
- Training (EIA, Anthropology, Project formulation)
- Support to Community Initiated Projects (SCIP)
- GMP/EIA Preparation
- Purchase of Manyara Ranch and other critical areas for local communities use
- General Management of corridors and dispersal areas (Demarcation, WMAs' enforcement.

2.2 Participation in the preparation of village and district land use plans.

2.3 Consultancy (hydrology, census, on MIS)

2.4 Research and Monitoring (research priorities) Lake Manyara and Tarangire National Parks

2.5 Legislation review.

3. ADDITIONAL CONCERNS

3.1 Mechanisms for stakeholders co-ordinations and collaboration

3.2 Provision of alternative sources of energy

3.3 Village and District Environmental Committees should be effective

- Training
- Make village and district strategic plan
- Provide facilities e.g. uniforms, transport etc.

3.4 Land use planners and TANAPA have to identify corridors, dispersal areas, WMAs' and prepare MOUs.

ACTIVITY: STAKEHOLDERS ANALYSIS

A. DISTRICT COUNCIL

1. POTENTIAL GAINS/BENEFITS

- Economic benefits
- Natural Resources as an asset to the Community (Biodiversity)
- International relations (Tourism)
- Mutual relations between stakeholders.
- To retain traditional values e.g. Worshipping, Olpuru, Subsistence hunting etc.
- Biological Research
- Aesthetic values.

2. POSSIBLE LOSSES

- Insignificant benefits to communities
- Land alienation/Threat to land security
- Low involvement of District Staff and Communities (Top down approach)
- Competition for land resources
- Inaccessibility to other Natural Resources e.g. mining activities Etc.
- Inadequate implementation of the GMP strategies
- Attaching more importance/value to wildlife other than human beings
- Conflicts between National Parks and surrounding areas
- Communities - crop raiding and loss of life
- Over emphasis on conservation other than utilization
- Blockage of access routes
- Hindering/delay of development programs
- Erosion of traditional values (essence of tourists)
- Environmental pollution

3. POTENTIAL CONTRIBUTION OF DISTRICT COUNCILS

- Development and formulation of policies
- Enacting and enforcement of by-laws
- Communicating/mobilization of the communities
- Administration of communities
- Assistance of technical manpower pool.

4. RECOMMENDATIONS/SUGGESTIONS

- Significant benefits to be directed to local communities
- Development and implementation of land use plans.

- Better implementation of CCS supported activities, GMP and workshop resolution.
- Involvement of district staff in planning and implementation of CCS supported and programs.
- Formulation of better strategies for conservation of corridors and dispersal areas other than expansion of National Parks.
- Transparency in all modes of communication with the communities
- Appreciation and provision of incentives to communities in recognition of their contribution towards wildlife conservation.
- Representation of District Councils in decision making organs of TANAPA with regard to CCS.
- Assistance to District Councils (Financially, Equipment, Training) capacity building.
- Obligation for TANAPA to attend District Council meetings.
- Develop an open policy on local job recruitment.
- To establish a committee to follow-up implementation of this workshop resolutions.

B. GOVERNMENT OF TANZANIA/RESEARCH

1. Areas of Strengths

- Information about the Tarangire ecosystem.
- Ability to provide buffer zones and dispersal areas in the form of wildlife management areas.
- Review of hunting system.
- Provision of limited law enforcement in buffer zones.

2. Areas of Needed Support

- Formation of force to study corridors.
- Expanded community outreach program.
- Source of funds for compensation and purchase of critical areas for inclusion into conservation areas.

3. Additional Concerns

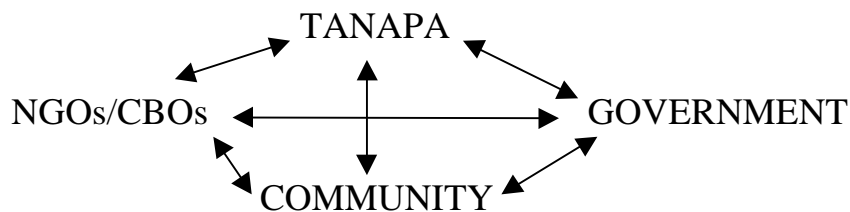
- Districts should facilitate the protection of natural resources.
- Districts should control allocation of marginal land for extensive farming.

C. NGOs/ CBOs AND PRIVATE SECTOR

POTENTIAL GAINS

NGOs/CBOs

- Improvement of Relationships



- Conservation Related Economic Resource options for communities
- SCIP – provides tangible community benefits
- To facilitate NGOs/CBOs work in communities.

PRIVATE SECTOR

- Improved Relations
- Transparency
- Planning and CCS dept assure future business
- Gained business opportunity in partnership with communities

POSSIBLE LOSSES

NGOs/CBOs:

- Creation of false expectations in communities
- SCIP service projects may have negative effects for both community and conservation (SCIP = Support to Community Initiated Projects)
- Low community representation in TANAPA planning process.

PRIVATE SECTOR:

- Lost business opportunities in Parks.

POTENTIAL CONTRIBUTIONS

NGOs/CBOs:

- They are on the ground and so can support TANAPA's CCS achieve conservation goals.
- They can facilitate community stakeholder forms.

PRIVATE SECTOR:

- Milkcow . = Provides income for both TANAPA and communities

RECOMMENDATIONS/SUGGESTIONS FOR TANAPA:

- TANAPA to continue working together with NGOs/CBOs and private sector towards common goals.
- TANAPA should support NGOs/CBOs, which facilitate community resource management plans and their implementation.
- TANAPA should lobby wildlife division for a greater mandate "through CCS" over wildlife policy and practice; in areas surrounding National Parks.
- TANAPA should lobby for a complete cessation of TAWICO crapping
 - Waste of National Resource
 - No benefits to local communities
 - Loophole for sale of illegal game meat
 - Loophole for illegal hunting and corruption

- Mechanized agriculture should be reduced/implements monitored to be in harmony with the ecological conditions of these semi-arid areas. (The use of chisel ploughs).
- Education should be provided to local communities in relation to practices of setting annual fires, bush/tree clearing for charcoal production.
- Local communities to be allowed to graze within the Parks during the dry season when there are shortage of pasture for the livestock.

D. PROVIDERS:

I. AFRICAN WILDLIFE FOUNDATION (AWF)

How we plan to support

- Support to TANAPA CCS at Headquarters, Tarangire and Lake Manyara National Park on Park outreach and catalyzing WMAs'.
- Support to TANAPA Tourism Department to improve visitor services and revenue.
- General support to TANAPA to effect the implementation of the MZP including infrastructure.
- Resources to support the establishment of community management regimes outside of National Park's.

What is a conservation complex?

- Large-scale conservation beyond the capacity of any one institution or Landholder.
- Combines different tenurial/management regimes
- Each must have conservation of flora/fauna/processes as a (not necessarily only) objective.

Limitations

- Cost-effective communications and administration should not limit conservation impact as number of partners' increases.
- USAID resources come with stringent administrative and accounting requirements.

- Any activities undertaken or supported by AWF will be consistent with its own mission, program and procedures.

II. W.W.F.

Possible support

- Protected Areas Management
- Natural Resources Management
- Community Conservation
- Environmental Education & Awareness
- Ecological Monitoring
- Human Resources Management

Limitations

- Time to learn new lessons/experience
- Network/institutional constraints
- Unpredictable factors (El Nino!)

I. U.S DEPARTMENT OF INTERIOR (DOI) – PARTNERSHIP FOR BIODIVERSITY

Possible Support

PROVIDE TRAINING AND TECHNICAL ASSISTANCE WITH:

- Law Enforcement
- Park Management
- Infrastructure Development
 - Roads
 - Buildings etc.
- Hunting Block Demarcation
- Biologically – Based Quota setting
- Eco-Tourism
- Linkages W/U.S Peace Corps for Community-based activities.

IV. TARANGIRE CONSERVATION PROJECT (T.C.P.) UNIVERSITY OF MILAN – OIKOS -TANAPA

Continue along the line of the work we have been doing since 1995 to complete the info collected so far.

WE ALREADY HAVE

- Vegetation Map/Land-use Map
- Data on wildlife densities, distribution, movements, corridors, dispersal areas (especially for EAST)
- Preliminary Park's Map
- Demographic Data
- Land use Maps for 7 Villages
- Climatic Data
- Hunting concessions

We propose the following new outputs:

1. DATA ON WILDLIFE

- Densities, distribution, movements, corridors dispersal areas
- Preliminary study on carnivores

2. PLUM

- Close the gaps in crucial areas
- Improve existing maps

3. TRAINING

4. G.I.S.

This will allow us to:

- Baseline information
- Build trends
 - Hunting quotas
 - Indicator
- Better understanding of ecosystem (corridors – dispersal areas)
- Mapping of the above (WMAs')
- GMP.

V. EPIQ

Areas of possible support

- Institutional strengthening of local NGOs', Government institutions

HOW?

By supporting institutional analysis assessments, study tours, strategic planning

- Help Govt. in developing specific policies/legislation e.g. regarding corridors, land (rights, tenure)

HOW?

By funding workshops, study tours, studies

By assisting in executing socio-economic/ecological studies e.g. drainage system of Lake Manyara basin.

- Facilitate communication among USAID funded partners.

HOW?

Meeting (regularly),
WEB page.

- Fill implementation gap where other USAID funded partners are not able to respond.

Limitations

- It has to fit with TANAPA's Plan.
- It has to be endorsed by SO2 partnership.

VI. MONDULI DISTRICT PROGRAM (MDP)

MDP is a joint venture between Monduli District Council and SNV Netherlands Development Organization. The program is attempting to combine development objectives and sustainable management of Natural resources into win-win. It works through and under the District Council.

Possible Support (District Departments supported in identification)

- Planning and implementation of relevant projects in the District.
- Support for Participant Rural Appraisal and Land Use Planning to guide projects.
- Awareness raising (Environmental Profile and Workshops)
- Capacity building district staff and village government and committees.

Limitations

- Limited Capacity
- Limited funds
- Climate: droughts/floods.
- Responsibilities and legal frame work vague leading to conflicts between authorities
- Unequal negotiating position/power between Partners (re-land use planning).

PROVIDERS

JOINT CONCERNS

- Can all the stakeholders work together?
- Will TANAPA Champion this approach to large-scale conservation (can TANAPA get the MANDATE?)
- Availability of staff, Institutional absorptive capacity, timely decision making
- Meeting expectations of stakeholders
- Ownership, management and dissemination of information.
- Policy development on revenue flow
- Sustainability (i.e. Roads)
- Concerned that our concerns will be addressed.

The main issues that were highlighted during this session include:

- There is a need to establish mechanisms for stakeholder coordination.
- District Councils should take upon themselves the principal responsibility for constructing roads.
- Conservation planning should always balance between human needs and wildlife needs.
- Road rehabilitation is a priority.
- Village land use plans should be given priority to reduce encroachment.

3. CONCLUSIONS FROM STAKEHOLDERS ANALYSIS

From the discussions after the presentations of stakeholders' analysis the following main areas of concern were identified. They include:

- Important Themes
- Areas of Convergence
- Conflictive Issues
- Key Planning Areas

Important themes

1. General awareness/concern regarding environmental protection
2. Consideration of ecosystem as a whole
3. Solutions to problems must involve and bring benefits to communities
4. Important to consider limits
5. Importance of community participation in resources management
6. Sustainable utilization of natural resources
7. Importance of cooperation among stakeholders
8. Need for effective channels of communication among stakeholders.
9. Importance of economic viability of any plans
10. Need for amendment of national laws regarding conservation.
11. Need for scientific data and information

Areas of Convergence

1. Urgency re: corridor and dispersal areas (understanding and management)
2. Need to do something re: Manyara Ranch
3. Border issues – encroachment

Conflictive Issues

1. Current hunting system (community involvement/control)
2. Scramble for land usage (e.g. grazing in national parks)
3. Revenue sharing (e.g. TANAPA/communities)
4. Conflicting national policies
5. Ownership/user rights re: resources
6. Development priorities – conflicting
7. Diseases – livestock/wildlife

Key Planning Areas

1. Definition of Lake Manyara/Tarangire management complex
2. Planning priorities for Tarangire/Lake Manyara Ecosystem
3. Community participation in resource management
4. Communication among participants and sub-groups
5. Managed wildlife areas
6. Existing district plans relating to conservation (identifying planning levels)

From these conclusions a number of key planning areas were identified by the participants. The action plans were then developed and each group identified the main obstacles/risks that could hinder the implementation of their objective and the main areas of needed support.

4. ACTION PLANS

I. DEFINITION OF THE TARANGIRE – MANYARA COMPLEX

OBJECTIVE (S)

- Conservation of Tarangire and Manyara National Parks enhanced through conservation of a much larger area.
- All land holders in the Tarangire/Manyara complex contributing to, and benefiting from the management of the complex.

ACTIVITY	MILESTONE	BY WHOM	BY WHEN
1. Identify essential land units for viable complex	Working map of complex in place	TANAPA (R) TCP, Simanjiro/Monduli DLO's, AWF (P)	
2. Refine the ecological objectives of the complex through collection and analysis of biological Data etc.	Key ecological Memorandum of understanding Areas & Processes Defined	TANAPA (R) TCP, WWF, AWF, All District Land Officer, IRA, TWCM	Fill gaps in data

ACTIVITIES	MILESTONE	BY WHOM	BY WHEN
3. Negotiate change in status for key land units currently institutional held (Manyara Ranch, JKT, Mdori, Kwa Kuchinja, Minjingu)	Discussion initiated	Complex PO (R) DCOs, TANAPA (P) PSRC (I)	November
4. Raise awareness of land holders of potential benefits from large-scale, collaborative conservation	Every land-holder contacted	Complex PO, TCP, CSC (P) CCWs/CCS (R)	September
5. Identify complex – wide conservation objectives	Preliminary conservation and management objectives defined and ready for presentation/review	Complex PO (R) TANAPA, Districts, AWF, TCD, WWF, Reps. Of land holders.	Late January
6. Assess and assure the economic viability of the whole and each unit	Economic analysis of the complex and its potential.	Complex PO (R) TANAPA, AWF, CEC, Key District, Private Sector (P)	Priority studies & Baseline.
7. Design appropriate and participatory management strategy for each unit.	Management plan for key units	Districts, CCSC	March 1999
8. Promote the formation of a representative body or forum for land-holders in the complex	Existence of such a body	TANAPA & Other champions to take initiative	When organic
9. Recruit a full-time project officer charged with pursuing complex-level issues with SO2 support.	PO in place and effective	TANAPA, AWF, EPIQ, WD	July 1998

BARRIERS/RISK

- ACTIVITY: 1 Conflict with excluded AREAS
- ACTIVITY: 2 Lacking Biological Data and Hydrological etc.
The constraints relative to collecting of Data.
- ACTIVITY: 3 Time constraints hiring complex PO
- ACTIVITY4: Inability to contact all land-holders
- ACTIVITY: 5 Lack of proper coordination and Date availability
- ACTIVITY: 6 Lack of appropriate economic Data
- ACTIVITY: 7 Conflicts arising from proposed management strategies
- ACTIVITY: 8 Incompatibility of Land-Holders.
- ACTIVITY: 9 Who hires the complex Project Officer
Lack of Project Officer's commitment to complex initiatives
Bias.

NEEDED SUPPORT

RESOURCES - Personnel

POLITICAL - Cooperation & Support

PROCESS - Communication/Coordination.

II. PLANNING PRIORITIES FOR LAKE MANYARA & TARANGIRE ECOSYSTEM

OBJECTIVES

- GMP/EIA FOR LAKE MANYARA & TARANGIRE ECOSYSTEM IN PLACE AND OPERATIONAL

ACTIVITIES	MILESTONE	BY WHOM	BY WHEN
1. <u>Collection of Base line information</u>	Reports on baseline data (inside and outside the Park) in place.	TPU (R) CCS (P) LMNP (P) TAR-NP (P) District (P)	BY JULY 1998
2. Identify Participants for the planning exercise	List of participants	TPU (R) (P'S)	BY JULY 1998
3. Field reconnaissance	Field report in place	TPU (R) (P)	BY THE END OF SEPT. 1998
4. First planning workshop	Workshop report	TPU (R)	BY THE END OF OCT. 1998

5. Second workshop (EIA)	Workshop report (Management Zoning Concept)	TPU (R) (P)	BY END OF NOV. 1998
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ACTIVITIES	MILESTONE	BY WHOM	BY WHEN
6. GMP/EIA write up	First draft GMP/EIA Document	TPU (R) (P)	BY MARCH 1999
7. Present first draft to the Public		TPU (R) All stakeholders (P)	BY THE END OF APRIL 1999
8. Present second draft to TANAPA Management/Staff	First draft GMP/EIA document	TPU (R) TANAPA Management/Staff (P)	BY THE END OF MAY 1999
10. Present third draft GMP/EIA document	Third draft GMP/EIA document	TPU (R) TANAPA Management/Staff (P)	BY THE END OF JUNE 1999
11. Present third draft GMP/EIA to the Board of Trustees finalize	Approved GMP/EIA document	TPU (R) Trustees (P)	
11. Print and circulate GMP/EIA	Approved GMP/EIA copies	TPU (R)	BY THE END OF DEC. 1999
13. Implementation		All stakeholders (R)	EARLY YEAR 2000

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- IMPLEMENTATION OF MZP/EIA (TARANGIRE NATIONAL PARK) ACHIEVED.

ACTIVITIES	MILESTONE	BY WHOM	BY WHEN
Infrastructure <ul style="list-style-type: none"> ▪ Reconstruct Ranger posts ▪ Resurface Air strip. ▪ Construct Staff houses (16 staffs) ▪ Construct and Rehabilitate Roads & Bridges. 	Three Ranger posts constructed Air strip resurfaced Staff houses constructed At HQ (16 staffs) Road & Bridges Constructed	Park Warden In charge Tarangire (R) (P) PWI (P) PWI (R) DOI (P)	BY JUNE 1999 BY DEC 1999 BY JUNE 1999 BY DEC 1999
Equipment purchase <ul style="list-style-type: none"> ▪ D6 ▪ Grader 	Equipment procured	PWI (R) DOI (P)	BY DEC. 1998

▪ Wheel loader etc.			
ACTIVITIES	MILESTONE	BY WHOM	BY WHEN
3. Provide Training (as per attached training plans)	Staff trained as per list	DOI (R) WWF (R) EPIQ (P) AWF (R) PW In charge (R)	BY DEC. 1999
4. Conduct research and monitoring as per research priorities	Research and ecological monitoring reports in place	TEP (PR) TCP (PR) WWF (PR) PW In charge (R)	BY DEC. 1999
<u>5. Additional Concerns</u> <ul style="list-style-type: none"> ▪ Construct visitor centre ▪ Construct Hostel ▪ Construct Garage ▪ Improve water supply (R.P) ▪ Construct Health Centre 	Visitor centre construction. Hostel constructed Garage constructed Water available in Ranger posts Health centre constructed	DOI DOI DOI DOI DOI	BY DEC. 1999

PLANNING PRIORITIES FOR LAKE MANYARA/TARANGIRE ECOSYSTEM

BARRIERS/RISKS

1. EL-NINO

- Field work (GMP/EIA)
- Construction – Buildings
- Roads

2. Lack of support from politicians and local people/communities (in some areas).

NEEDED SUPPORT

1. Funds for:

- Tarangire National Park GMP/EIA preparation
- Implementation of Tarangire MZP/EIA
 - Equipment
 - Infrastructure development
 - Research and ecological monitoring
- Training.

2. Support from Politicians and traditional leaders.

3. Processes

- Field work
- Workshops
- Tendering for contractors/suppliers

- CCS Activities has attract pro and private sectors.
- CCS has gained support from politicians
- CCS has brought challenges to existing legislation amendment.

III. COMMUNITY PARTICIPATION IN RESOURCE MANAGEMENT

OBJECTIVE

- Community based resource management plans for conservation and sustainable development achieved in two pilot villages in each of the six districts surrounding the Tarangire/Lake Manyara Ecosystem

DISTRICT	VILLAGE
SIMANJIRO	EMPOREET, LOIBORSERET
MONDULI	BARABARANI, OSILALEI/LOSIRWA
KITETO	MAKAMI, IRKIUSHIOIBOR
KARATU	ENDAMAGHAI, LAJA
BABATI	MAMIRE, MDORI
MBULU	YAEDA CHINI
KONDOA	CHUBI, ITASUI

ACTIVITY	MILESTONE	BY WHOM	BY WHEN
1. Conduct training of Facilitators Teams	18 facilitators trained	CCS (R) CBCIT, AWF, Tengeru SIDA (P)	End of July, 1998

2. Conduct meetings of Stake holders at Village level (Ward, District)	Memorandum of understanding with villagers in place.	CCS with assistance CBC (WD) and District Natural Resource Officer (R) AWF, SIDA, MDP, CBOS, NGOS, Village Community, District Council Staff, Private Sector (P) TANAPA, WD, District Councils, (P)	End of August 1998
3. Conduct participatory planning at village, Ward, District as need and Development activities formulated.	12 village plans formulated and approved by the District Councils.	Village Councils, AWF (R), Facilitators, NGOS, Villagers etc. (P) CCS, WD, District Council (P)	End of November 1998.
4. Implement planned village activities according to schedule.	<ul style="list-style-type: none"> Operational Natural Resources Management Plans in 12 villages 		
ACTIVITIES	MILESTONE	BY WHOM	BY WHEN
	<ul style="list-style-type: none"> At least one development project in each of the 12 villages. 	Village Council, AWF, DOI, MDP, SIDA (R) Village Assembly, District Councils, CCS, NGOS, CBOS,	By December 2000

		MDRDP (P) TANAPA, WD, (P)	
5. Monitor and evaluate village activities	<ul style="list-style-type: none"> ▪ Participatory evaluation meetings conducted ▪ Evaluation report produced 	CCS (R) Univ. of Milan, Villages, WWF, District Councils, NGOS (P) TANAPA, WD, District Councils (P)	Monitoring – every 6 months Evaluation – every year.

BARRIERS/RISKS

1. Weak village leadership
2. Lack of formal education
3. Poverty
4. Insecure land and resource ownership
5. Poor infrastructure and communication facilities
6. Conflicting resource use policies
7. Uncoordinated Decision making at all levels

8. Corruption/lack of transparency.

NEEDED SUPPORT

A. RESOURCES

1. FINANCIAL SUPPORT

- Training (capacity Building)
- Per diem
- Consultancy/Technical assist.
- Transport
- Develop Matching funds
- Equipment/Tools

2. RESEARCH SUPPORT (Resource assessment and Socio-Economic Analysis)

3. MONITORING AND EVALUATION

B. POLITICAL

1. District approval
2. Ministry of Natural Resources and Tourism approval

C. PROCESS/TRANSACTIONS

None.

IV. FOUR EXCELLENT COMMUNICATION SYSTEM IS OPERATIONAL

ACTIVITIES	MILESTONE	BY WHOM	BY WHEN
1. 4-page USAID program flyer disseminated	Completed	EPIQ (R) TANAPA (P) USIAP (P), USAID (I/S) ALL (INFORMED)	General: April Web update in June
2. Newsletters/Web page	<ul style="list-style-type: none"> ▪ Web Page on-line ▪ Newsletter printed 2-weeks prior to coordination Mtg. 	EPIQ (R) ALL (P) ALL (INFORMED)	August 1998
3. Assessment of Communication flow	Excellence proved Q.E.P.	EPIQ (R) ALL (P) ALL (INFORMED)	December 1998
4. Tarangire/L. Manyara Complex coordinating meetings (Districts feasible?)	Meetings held	TANAPA (R) (Delegate?) ALL (P) ALL (INFORMED)	September 1998
5. Inventory of available institutional Resources	Data on web and distributed hard Copy	EPIQ (R) ALL (P) ALL (INFORMED)	2 nd meeting December 1998
ACTIVITIES	MILESTONE	BY WHOM	BY WHEN

6. Program “address book”/mailing list	Data on web and distributed hard copy	EPIQ (R) ALL (P) ALL (INFORMED)	October 1998
6. Central point for accumulating Information	???		

COMMUNICATION

BARRIERS/RISKS

- Completion of contracting agreements
- Communication technology to field
- Quality

NEEDED SUPPORT

- Supply of information from partners
- Trust
- Back-up

V. MANAGED WILDLIFE AREAS

OBJECTIVES:

- General Management Plans (GMP's) for Tarangire and Lake Manyara National Parks in place.
- All areas surrounding the Tarangire/Lake Manyara complex to have land-use plans.

ACTIVITY	MILESTONE	BY WHOM	BY WHEN
1. Initiate Planning Process	<ul style="list-style-type: none">▪ Workshops for Tarangire N. Park to commence▪ Draft GMP for Lake Manyara N.P. produced.	TANAPA Planning Unit (R) AWF, EPIQ and Other Providers (P) TANAPA Planning Unit	March 1998
2. Final documents production	Produced documents	TPU (R) AWF, EPIQ& other providers (P)	March 2000

ACTIVITIES	MILESTONE	BY WHOM	BY WHEN
3. Implementation of actions	Annual operation plans in place	Tarangire and Lake Manyara Park Authorities (R) DOI and other providers (P)	July 2000
4. Mobilization of communities	Village meetings and seminars conducted	District Councils (R) CCS (P), NGO's (P), providers (P) and other "stakes" ▪ AWF ▪ SNV/MDP	Effective April 1998
5. Boundary surveys and demarcation	Land survey experts on Site Beacons	District land Surveyors (R) Village Authorities (Govt) & Traditional leaders (P) AWF, USAID & Other Providers (P)	March 1999
6. Land zoning in villages	Land Use zones in place	Districts' management team (R) Parks personnel (P) Traditional leaders (P) NGO's & CBO's (P)	March 1999
ACTIVITIES	MILESTONE	BY WHOM	BY WHEN
7. Land use plan document prepared	Produced land use plans	Districts' management team (R)	March 2000

		Parks personnel (P) Traditional leaders (P) NGO's & CBO's (P)	
--	--	---	--

BARRIERS/RISKS

1. Failure to secure funds for implementation
2. Slow flow/disbursement of funds
3. Communication failure among implementers
4. Unforeseeable events eg. El-Nino (Natural catastrophe)
5. Difference in priorities among different actors.

NEEDED SUPPORT

RESOURCES

FUNDS – Purchase survey equipment

- Transport
- Field allowance
- Workshop expenses

POLITICAL SUPPORT

- Build awareness among politicians (e.g. MP's, Councillors)
- Mass Media mobilisation (e.g. through jet)

PROCESS/TRANSACTIONS

- Seminars
- Workshops/Seminars

5. NEXT STEPS FOR WORKSHOP FOLLOW-UP

During the workshop, and especially toward the end, a number of people raised questions about actions that should take place after the workshop in order to make the most of what was accomplished at the event itself. The following section contains several suggestions from the facilitators for next steps for building effectively on what was accomplished at the session.

A simplistic view might be that people ought to just do what is written on the action plans. But we know that seldom do things work so simply and straightforwardly in the complex life of most organizations. The workshop and its outcomes were at most an important input for the organizations involved, but not yet a part of their day-to-day organizational plans. Except perhaps for the small NGOs' and tourism companies, that transition, from input to a genuine part of people's work, requires a step of integration and planning. That is the primary focus of these suggested actions.

When many organizations are involved in any kind of joint planning, an important objective generally is getting the organizations involved to think and act with the system as a whole in mind. Still, when it comes time to take official action, most of those actions will be taken by people acting through the policies and activities of their particular organization. For this reason these suggestions for actions are offered in terms of specific organizations, or in the case of stakeholders groups of organizations.

1) TANAPA

As the focus of the workshop and planning TANAPA should have the most to gain from building on the success of the workshop results. We suggest the following:

- ◆ **Disseminate the results of the workshop, particularly the stakeholder analysis, the conclusions, and the action plans, as soon and as widely as possible.** It will be important also to provide information regarding the wide range of groups that were involved in the creation of those results and plans. Once TANAPA has the opportunity to integrate those results into its own plans (see below), it should make clear to its planning partners what aspects of those results it especially endorses, and any reservations it has about any aspects. This kind of transparency will build on whatever trust was gained at the session, and minimize the negative effects of rumors and wrong interpretations. Rumors generally do best in a vacuum of real information. An important aspect of this information is TANAPA's reactions, and what it plans to do about them. The results themselves should be distributed as soon as possible. This probably means before the time necessary for determining all official reactions to them.

- ◆ **Review the results of the workshop, determine official reactions to the various proposals, and prioritize areas for follow-up.** Although significant parts of TANAPA (and other organizations) were represented at the workshop, a workshop can rarely take the place of an organization's official decision-making procedures. In this case the workshop's desired results (objectives) were clearly to provide important input to TANAPA's (and others') planning processes. The workshop seemed to accomplish that well. But before most organizations can act in an official way, it must make the outcomes themselves official, and decide on specific actions. This in itself can be a valuable process for the organization's internal planning.
- ◆ **Assign responsibility and authority for moving ahead.** Where TANAPA people emerged as key actors in any of the action plans, they need to be clear as soon as possible what authority and responsibility they have to move ahead on those plans. Obviously, the more they can move quickly on the plans, the more the momentum will be maintained. But clarity is the key. Sometimes people wait on things they could move ahead on with the full blessing of their organizations, because they do not believe they have the authority to act.
- ◆ **Initiate dialogue and planning processes with the other organizations involved.** TANAPA is in a position to assume leadership in many aspects of these plans, including areas that might not fall under TANAPA's official jurisdiction. Stakeholders, donors, and providers are expecting, or at least are likely to be open to, proposals for moving ahead in different areas. That doesn't mean that they will necessarily agree with all those proposals. In these situations someone needs to get the discussions going. In this situation that someone would seem to be TANAPA in many cases. It might help this process along for someone in TANAPA to be officially designated as liaison to this process, if that isn't already the case. Clearly there are people assuming leadership roles already. It seems important that those people have the authority to act for the organization when quick responses are needed.

2) Stakeholders (District Councils, Relevant NGOs', Private Sector, Other Government Units)

Obviously the specifics of any follow-up actions are likely to be different for the wide range of stakeholder organizations involved. But there are some general suggestions that should apply to many or all.

- ◆ **Make sure that people in your organizations, and in parts of your system are aware of the workshop and its results.** It sometimes happens that people blame other organizations for not sharing information, when they themselves have not passed along what they already do have available. Ideally, the actual written results will get passed along to a wide group of people, but

even a verbal report throughout the system will help to involve others that could not be part of the actual event. On the other hand, not sharing information will leave people with the impression that nothing happened, and they of course will do nothing.

- ◆ **Conduct internal planning processes to incorporate workshop outputs into their own plans.** Nothing is real until the official processes of each organization genuinely adopt it. For the very small NGOs' and business participants that might be nothing more than a decision by the person participating in the event. However for most participating groups this is not the case. For some institutions the outcomes of the workshop could effect their activities in important and basic ways. Most organizations have planning processes which must be respected for any important additional inputs to be taken seriously by those within and outside of each group.
- ◆ **Consider what areas your organization can act on without additional authority, and do something to move ahead in that area.** That something can be as simple as calling an informal meeting, or having a follow-up conversation regarding one of the action plans. This is particularly important for those people who agreed to areas of "R" (responsibility) for any actions. There were people from different organizations in each group that created action plans and assigned responsibilities in the name of that group. If someone was asked to be responsible, that means that you have support to move ahead, at least of the people in that group. That fact should give each indicated person the legitimacy to move ahead in some areas. Many excellent plans came out of the meeting. In some cases people proposed themselves as responsible for certain activities, or accepted responsibility as a member of their group. They might feel it appropriate to simply move ahead in the name of the group. In others those potentially "responsible" people will need to be consulted. Each organization now needs to initiate processes to review those results, decide what it might do on its own, with whom it needs to link, for authority or help, and take some appropriate steps to move the process along.

Two additional stakeholder issues became evident on reflection and discussion regarding the workshop process and results. These might be considered for future events.

- I. Considering TANAPA's reality fully would seem to require taking account, at least to some extent, of the activities of other donors. TANAPA people have referred to their need for better coordination among the USAID related activities. They are also attempting to integrate activities of other donors into this larger picture. Thought might be given to including some other donors in an appropriate way, as stakeholders in some future events, to help the planning group gain a fuller picture of TANAPA's reality, and help them manage it for the good of all its work.

- II. In the United States, one reason for the strong support for the National Park System, and perhaps the best guarantor of its long term survival, is the active use of the parks by a large segment of the American population. On my visits to two parks I asked to what extent Tanzanians visited the parks. The answer, not surprising to anyone who knows the situation, is much. It seems possible that however many dollars are generated by foreign tourists visiting the parks, it is when Tanzanians themselves begin to enjoy and value these natural resources, their future will be most assured. This suggests a number of other stakeholders that might be involved in future efforts, such as educators, local nature groups, social groups, and others with potential interest (albeit latent) in enjoying these wonderful resources. Their participation could highlight issues which are already a part of the process, such as the need for better roads and more accessible transport, or raise others, such as cost, or better links with the education curriculum. In any case, it would seem that the perspectives of some of these groups might add to the planning process for the long term.

3) Providers

The objective of the help has been clearly stated as to support TANAPA's work, in the zone plan and CCS activities. The Providers group was very active at the workshop. It will be important for them and the donor to build on the work of the meeting. Some skepticism was expressed by a number of participants before and going into the meeting. Perhaps some still exists. But there seems to be momentum for moving closer to effective collaboration among many institutions. These suggestions are intended to support that process.

- ◆ **Continue to develop clear understandings with TANAPA with regard to procedures for working together.** Although progress has certainly been made, the nature of the projected assistance appears still not fully clear to many people in the system. This is mentioned also in the workshop evaluations. Also, concerns are expressed that the resources might not be used in the ways that are most responsive to the system's needs. The MoU will be helpful in these areas. In addition to understandings on these substantive issues it seems important also to focus on sharing information regarding who is doing what, where, when, and for what purpose. Given the nature of TANAPA's internal procedures, some agreements may need to be in writing to get official sanction.
- ◆ **Continue to work collaboratively among providers and relevant parts of TANAPA to finalize a Memorandum of Understanding (MoU), which is clearly understood and accepted by all those involved.** Ultimately it is the official agreements and contracts which will drive this process. Those involved should be clear that they are working toward that, and clear about the process for reaching that point, that is, who needs to talking and agreeing about what, and at least a general timeline for this

occurring. Many people in the system are not aware of some of these areas, although where the gaps in communication are occurring is not always clear.

Follow –Up Workshops

A number of people brought up various possibilities for follow-up events, to build on the results of this one. The following lists some potentially useful possibilities:

- 1) **A Progress Review of follow-up Activities and Next Level of Planning** – In collaborative planning situations, it is often useful for a group that produces action plans with some collective responsibility to get together again after some time has passed. This would be - to share information about what has and has not happened since the initial meeting, to review and respond collectively to problems that have emerged, and to reformulate plans for moving further ahead. The ideal time frame depends on many factors. In this case the best timing seems to be in the range of 3-4 months, that is June or July. This kind of follow-up activity is most useful when it is announced far ahead of the time set. In this way the follow-up event can create a frame and context in the meantime for the activities related to the action plans. In other words, people will take the whole thing more seriously if they know there is already a follow-up plan in place, especially when that plan involves them.
- 2) **A Workshop Focusing Specifically on the USAID Project** – A number of people were under the impression that this workshop's purpose was planning specifically for the USAID intervention. When TANAPA's invitation list was compiled, it was clear that its purpose was much broader, with the USAID activities to be considered among many others. Some of the gaps that people were imagining that other workshop would fill appear to still exist, that is the development or finalization of a clear plan between USAID, the Providers, and TANAPA for moving ahead. Of course meetings and discussions are continually taking place, and many of these issues are being dealt with in this way. We understand that a Memorandum of Understanding is in the process. This will address the formal contractual arrangements between USAID and TANAPA, and the Cooperative Agreements between USAID and the Provider institutions. It seems likely that a workshop setting, at the right moment, could be a useful context to finalize collective agreements in a collaborative and transparent way. This event could include – TANAPA's relevant individuals, representatives of potential or actual provider organizations, USAID, and perhaps a few key stakeholders such as the Wildlife Division, a total of perhaps around 15 people. A useful time for this might be after the cooperative agreements are in place in draft form, but before they are finalized, so that the possibility of input from TANAPA and others is still useful. This workshop could also deal with developing the best possible procedures for working together, in general, and among the relevant sub-groups. It

might be useful for this event to be preceded by separate meetings of the TANAPA and USAID groups, to identify and clarify issues among themselves in preparation for the larger meeting.

- 3) **Community Groups Related to CCS** – A number of people from the District Councils and local NGOs' asked about the possibility of stakeholder workshops among their groups and some of their groups' key stakeholders. If this idea took off, there could be more requests for such meetings than resources would allow, or that would be really useful. Still, some strategically placed events could produce some important results, and make a strong statement about collaboration. An important criterion for donor support would seem to be relevance to TANAPA's CCS plans. But since a successful CCS program is likely to depend on dynamic district and community groups, acting in proactive and constructive ways, some strategically placed work for the purpose of strengthening those organizations and systems would seem to be consistent with the purpose of the resources available.

APPENDIX 1

LIST OF PARTICIPANTS

S/N	NAME	ORGANISATION	TELEPHONE, E-MAIL	POSTAL ADDRESS
1.	Adamson Kariwa	TANAPA HQ	Tel: 057 3471 Fax: 057 8216 E-mail: Tanapa@Habari.co.tz	P.O. Box 3134, Arusha Tanzania
2.	Ezekiel Dembe	TANAPA HQ	Tel: 057 3471 Fax: 057 8216 Mobile: 0811 510982 E-mail: Tanapa@Habari.co.tz	P.O. Box 3134, Arusha Tanzania
3.	Balekebabjobege Mwasaga	TANAPA HQ	Tel: 057 3471 Fax: 057 8216 E-mail: Tanapa@Habari.co.tz	P.O. Box 3134, Arusha Tanzania
4.	Richard Nsimba	TANAPA HQ	Tel: 057 3471 Fax: 057 8216 E-mail: Tanapa@Habari.co.tz	P.O. Box 3134, Arusha Tanzania
5.	Erastus Lufungulo	TANAPA HQ	Tel: 057 3471 Fax: 057 8216 E-mail: Tanapa@Habari.co.tz	P.O. Box 3134, Arusha Tanzania
6.	E. Mihayo	TANAPA HQ	Tel: 057 3471 Fax: 057 8216 E-mail: Tanapa@Habari.co.tz	P.O. Box 3134, Arusha Tanzania
7.	Martin Loibooki	TANAPA HQ	Tel: 057 3471 Fax: 057 8216 E-mail: Tanapa@Yako.Habari.co.tz	P.O. Box 3134, Arusha Tanzania
8.	Frank Silkiluwasha	Lake Manyara National Park	Tel: 057 3471	P. O. Box 12, MTO WA MBU

S/N	NAME	ORGANISATION	TELEPHONE, E-MAIL	POSTAL ADDRESS
9.	Marietha Kibasa	Lake Manyara National Park	Tel: 057 3471	P. O. Box 12, MTO WA MBU
10.	Genes Shayo	Lake Manyara National Park	Tel: 057 3471	P.O. BOX 12, MTO WA MBU
11.	Alfred Kikoti	Lake Manyara National Park	Tel: 057 3471	P.O. BOX 12, MTO WA MBU
12.	Edward Lenganasa	Tarangire National park	Tel: 057 3471	P.O. BOX 3134, ARUSHA
13.	D. S. Mnyagatwa	Tarangire National park	Tel: 057 3471	P.O. BOX 3134, ARUSHA
14.	<u>Eva Kabungo</u>	Tarangire National park	Tel: 057 3471	P.O. BOX 3134, ARUSHA
15.	Jacob Porokwa	Tarangire National park	Tel: 057 3471	P.O. BOX 3134, ARUSHA
16.	Freddy Manongi	Mweka Wildlife College	Tel: 18 Kibosho Fax: 055 51113	P.O. BOX 3031, MOSHI
17.	Bruno Kawasange	Wildlife Division	Tel: 051 866376 or 866408 Fax: 051 863496	P.O. BOX 1994, DAR ES SALAAM
18.	Chota Kihongozi	Wildlife Division	Tel:	P.O. BOX 1361, ARUSHA
19.	Matthew Maige	Wildlife Division	Tel: 057 6688	P.O. BOX 14935, ARUSHA
20.	Mark Stanley Price	AWF	Tel: 02 710367	P.O. BOX 48177, NAIROBI
21.	Elizabeth Chadri	AWF	Tel: 02 710367	P.O. BOX 48177, NAIROBI

S/N	NAME	ORGANISATION	TELEPHONE, E-MAIL	POSTAL ADDRESS
22.	Patrick Bergin	AWF	Tel: 057 2226 Fax: 057 4453 E-mail: awftz@habari.co.tz	P.O. BOX 2658, ARUSHA
23.	Paul Siegel	World Wildlife Fund	Tel: 051 75346/700077 Fax: 051 75535 E-mail: wwfpo@raha.com	P.O. BOX 63117, DAR ES SALAAM
24.	Herman Mwageni		Tel: 051 75346/700077 Fax: 051 75535 E-mail: wwfpo@raha.com	P.O. BOX 63117, DAR ES SALAAM
24.	Victor Runyoro	Ngorongoro Conservation Area Authority	Tel: 057 4619	P.O. BOX 1, NGORONGORO CRATER
25.	Vicky Nderumaki	National Environment Management Council	Tel/Fax: 051 34603	P.O. BOX 63154, DAR ES SALAAM
26.	E. T. Laizer	District Natural Resources Officer, Simanjiro	Tel:	P.O. BOX 14384, ARUSHA
27.	X. K. Mnyoe	District Planning Officer, Simanjiro	Tel:	P.O. BOX 14384, ARUSHA
28.	E. K. Isowe	District Land Officer, Simanjiro	Tel:	P.O. BOX 14384, ARUSHA
29.	Millanga P. Lubambula	District Natural Resources Officer, Monduli	Tel:	P. O. Box 1, MONDULI
30.	S. T. Mlay	District Planning Officer, Monduli	Tel:	P. O. Box 1, MONDULI
31.	P. E. Kiboma	District Land Officer, Monduli	Tel:	P. O. Box 1, MONDULI
32.	Andre Kooiman	Monduli Dev. Project (SNV)	Tel: Mdp@ hf.Habari.co.tz	P.O. BOX 162, MONDULI

S/N	NAME	ORGANISATION	TELEPHONE, E-MAIL	POSTAL ADDRESS
33.	S. O. Mruma	District Natural Resources Officer, Karatu	Tel: 47 Karatu	P. O. BOX 190, KARATU
34.	N. P. Kileka	District Planning Officer, Karatu	Tel: 47 Karatu	P. O. BOX 190, KARATU
35.	K. S. Kiaratu	District Land Officer, Karatu	Tel: 47 Karatu	P. O. BOX 190, KARATU
36.	Emmanuel F. Silloh	Mazingira Bora Karatu	Tel:	P. O. BOX 92/1503 KARATU
37.	Serena Arduino	Tarangire Conservervation Project/OIKOS	Tel: 0811-51024 Tcpoikos @ hotmail.com	P.O. BOX 8342, ARUSHA
38.	Valeria Galanti	Tarangire Conservervation Project/OIKOS	Tel: 0811-51024 Tcpoikos @ hotmail.com	P.O. BOX 8342, ARUSHA
39.	James Kahurananga	LAMP – Simanjiro	Tel: Satellite phone 873/ 761 351024	P. O. BOX 2746, ARUSHA
40.	Adinani J. Lema	Councillor, Mto wa Mbu	Tel:	P. O. BOX 5 MTO WA MBU
41.	Simon A. Mollel	Councillor, Minjingu	Tel:	P. O. BOX 912, ARUSHA
42.	Buchard Mibolokoni	Councillor, Lolkisale	Tel:	P. O. BOX 1, MONDULI
43.	Chief Edward Mbarmoti	Ilaramatak Lorkonerei	Tel:	P. O. BOX 12785, ARUSHA
44.	David Peterson	Dorobo Safaris	Tel:	P.O. BOX 2534, ARUSHA
45.	Jonathan Simondon	Tarangire Safari Lodge	Tel: 057 4222 Fax: 057 7182	P.O. BOX 2703, ARUSHA

S/N	NAME	ORGANISATION	TELEPHONE, E-MAIL	POSTAL ADDRESS
46.	Douglas Southgate	EPIQ	Tel:	Dept. of Ag Econ, Ohio State Univ., Columbus, OH 43210 USA
47.	Michael Fredericksen	US Department of Interior (DOI)	Tel: 051 667589; 666895 Mobile: 0812 787252 Fax: 051 668611	P.O. BOX 23261, DAR ES SALAAM
48.	Mark Renzi	EPIQ	Tel: 051 667589; 666895; 666190 Fax: 051 668611 E-mail: Mrenzi@epiq.or.tz	P.O. BOX 23261, DAR ES SALAAM
49.	Eva Kiwango	EPIQ	Tel: 051 667589; 666895; 666190 Fax: 051 668611 Ekiwango@epiq.or.tz	P.O. BOX 23261, DAR ES SALAAM
50.	Deborah Kahatano	EPIQ	Tel: 051 667589; 666895; 666190 Fax: 051 668611 Dkahatano@epiq.or.tz	P.O. BOX 23261, DAR ES SALAAM
51.	Charles Kibasa	EPIQ	Tel: 051 667589; 666895; 666190 Fax: 051 668611 Ckibasa@epiq.or.tz	P.O. BOX 23261, DAR ES SALAAM
52.	Ron Ruybal	USAID	Tel: 051 117537/42 Fax: 051 116559 E-mail:Rruybal@USAID.gov	P. O. BOX 9130, DAR ES SALAAM
53	Peter Toima	Inyuaat E Maa	057 4453	P. O. Box 2720, ARUSHA
54.	Richard Estes	C/o Ngorongoro Conservation Area Authority	Tel: 057 4619	P.O. BOX 1, NGORONGORO CRATER
55.	Manoris Meshack	Facilitator	Tel: 051 75004; 71854 Mobile: 0812 783685	P. O. BOX
56.	Alan Hurwitz	Facilitator	E-mail: ahalink@crocker.com	

APPENDIX 2

WORKSHOP EVALUATION

Total number of participants who filled out the evaluation forms = 38

1.

	EXCELLENT	GOOD	FAIR	BAD
VENUE	8	21	8	0
ACCOMMODATION	3	14	8	0
MEALS	6	28	1	0

2.

WORKSHOP ORGANISATION	EXCELLENT 19	GOOD 10	FAIR 0	POOR 0
APPROACH	ADEQUATE 25	FAIRLY ADEQUATE 13	NOT ADEQUATE 0	
WORKSHOP OBJECTIVES	MET 26	PARTLY MET 11	NOT MET 0	
FACILITATION	EXCELLENT 23	GOOD 14	FAIR 0	POOR 0
OVERALL RATING OF WORKSHOP	EXCELLENT 10	GOOD 27	FAIR 0	POOR 1

Note: 8 participants gave no comments on workshop organization

3. What was most useful about this workshop? (Lessons Learnt)

- Beginning to develop trust, clear desires from group, good networking.
- Focused on planning issues early enough therefore allowing good follow up
- Participants were fully committed to the workshop hence successful completion of the same (participation)
- Group discussions are excellent ways of coming up with viable solutions
- Interaction and exchanging experiences on Natural Resources Management in Lake Manyara and Tarangire Complex (knowledge of Tarangire/Manyara Ecosystem)
- Good coordination and cooperation among participants
- Good composition of participants
- Professional contact
- New approach and ideas for work
- How to implement conservation and development projects in relation to needs, resources, materials, funds and technical staff and interrelation between them and community
- Get information about the Manyara Ranch, Wildlife Corridors and dispersal areas and that efforts are being made to secure them
- Participatory approach
- Knowing each others functions and needs
- The way different stakeholders cooperated regardless of their different backgrounds
- TANAPA communicated very well i.e. preparations were excellent and facilitators did their work well
- Strict use of time
- Communities (local people) have very good plans if you work closely with them
- TANAPA and district staffs are getting used to working together
- Coordinated natural resource conservation by many stakeholders
- Transparency in communication and giving out views together with respect to every participant. This paved way many contributions and ideas
- Division in different working groups
- To have together stakeholders from different field of activities in one forum
- Flexibility in using English and Kiswahili
- Presentations (Tarangire National Park Management Zone Plan, CCS Strategic Action Plan and Lake Manyara Ranch)

- Planning priorities for Lake Manyara Ecosystem
- Provided and excellent opportunity to learn how the providers act

4. What was least useful about the workshop?

- Lack of specific activity definition
- Too long introduction the first morning, talking sometimes about irrelevant themes
- Venue arrangement
- Presentations by the groups to the plenary were too long and tiresome. Strict facilitation would have been solved the problem
- There was no attempt to achieve objective 3 (*Clear understanding of nature and extent of available USAID support and necessary working procedures for consultation and coordination in areas of cooperation*). As a result there is still uncertainty about USAID support and its relationship with different stakeholders. Presentation by USAID and EPIQ would have helped.
- There was no pool car to go to town for any incidentals
- Accommodating participants at one place
- Determination of providers from day one as that made TANAPA look as an organization that cannot stand on its feet.
- Very little time was allocated for discussions
- All hinges on where we go from now e.g. implementation

5. Comments or suggestions for future workshops?

- Better organization
- Need more days (allocate enough time)
- Need to be more specific
- Leave more time at the end for to discuss objectives and activities
- Bring in more policy makers at district level such as the District Commissioner and District Executive Director so that they grasp the view right on the spot
- Improve on allowance for **dinner** and incidental expenses, the amount given was not sufficient. A minimum of Tsh. 20,000 should be considered as ideal
- Presenters should be informed earlier so as to be more organized
- Arrange for Newspaper vendor
- Participants should be given freedom to seek accommodation at the favorite places
- Carry out such workshops out in the field such as Manyara and Tarangire
- Include people from key villages in order to create awareness
- Should avoid determination of providers from the first instance
- Providers should be able to say exactly what they are ready to provide and in what form
- More time to consider presentations on objectives and activities

6. Any other comments?

- Need for another workshop before implementing the aspects of the action plan so as to get clear direction. Follow-up workshops are necessary to ensure that the project takes off appropriately
- There is confusion and uncertainty about USAID support
- Providers dealing with conservation should also try to support districts around the Tarangire/Lake Manyara Complex
- Funding should be more transparent and forthcoming
- Same facilitation and participation should be encouraged
- Consider inviting Tanzania Wildlife Cooperation (TAWICO) in future workshops
- Getting a step forward is the challenge to the workshop participants and organizers
- TANAPA presenters did an excellent job of presenting salient points from their plans

- Active response to all issues planned should be taken at a time
- It was ideal forum for information gathering